



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY AVIATION CENTER OF EXCELLENCE
453 NOVOSEL STREET
FORT RUCKER ALABAMA 36362-5105

Policy Memo 09-19

IMSE-RCK-EEO

14 January 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Equal Employment Opportunity (EEO) and Affirmative Employment Policy

1. References:

- a. 29 Code of Federal Regulations Part 1614, Federal Sector Equal Employment Opportunity, 12 July 1999.
- b. Equal Employment Opportunity Management Directive 715, 1 October 2003.
- c. Army Regulation (AR) 690-12, Equal Employment Opportunity and Affirmative Action, 4 March 1988.
- d. Equal Employment Opportunity Management Directive 110, 9 November 1999.
- e. AR 690-600, Equal Employment Opportunity Discrimination Complaints, 9 February 2004.

2. I am fully committed to the implementation of a strong EEO program without regard to race, sex, religion, color, national origin, age, disability, or any other non-merit factor. This policy covers specific employment practices including the EEO complaints process, Affirmative Employment Program (AEP), and job interviews.

3. EEO must be a part of the fabric of all personnel decisions. Our commitment is to identify and eliminate employment practices that give rise to complaints of discrimination. We must also strive to eliminate factors that contribute to under-representation where it exists in the workforce. If all levels of supervision undertake the responsibility of their leadership roles by supporting the AEP and EEO, the implementation of a successful program will result.

4. Job interviews provide selecting officials an opportunity to interact with employment candidates. This exchange often provides the interviewer better insight into each candidate's potential for successful job performance. Based upon merit factors, all candidates competing on a competitive referral action(s) will receive equal and fair consideration for position(s). Selecting officials could be charged with discrimination if, during an interview, they ask questions that are not merit-related or if they do not ask all candidates the same questions.

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5. A system of equal opportunity as required by law is mandatory and success can be achieved. This objective will become a reality by sustaining the EEO complaint process, resolving complaints at the lowest possible level, and being vigilant in efforts supporting all avenues of the EEO program.
6. This memorandum supersedes Policy Memos 07-18, 07-19, and 07-20, dated 13 September 2007, and will expire 1 year from date of publication.
7. "Above the Best"

/SIGNED/
JAMES O. BARCLAY III
MG, USA
Commanding

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